Business Plan

2017–2018

Department of
Intergovernmental Affairs

NOVA SCOTIA

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Budget 2017–2018: Business Plans

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Message from the Minister of Intergovernmental Affairs

I am pleased to present the 2017-2018 business plan for Intergovernmental Affairs.

Intergovernmental Affairs is the central coordinating agency responsible for managing the Province's relations with other governments, and for promoting understanding of our provincial operations and opportunities in the broader national and international context. Its primary role is to ensure that the Province's approach in its relations with other governments is consistent, and to ensure a corporate perspective in all departmental dealings in regional, national and international settings.

Over the coming year, Intergovernmental Affairs will be proactive in its engagement with the federal government on issues of critical importance to Nova Scotia. The Department will engage with provinces and territories through the Council of the Federation (CoF) and the Council of Atlantic Premiers (CAP) to advance federal-provincial priorities.

Nova Scotia enjoys the benefits of our international activities and trade continues to grow. We will advance Nova Scotia's commercial and economic interests by implementing internal and international trade agreements and pay close attention to the new administration in the United States. I am also proud to serve as the Minister responsible for Military Relations. This role gives recognition to the social and economic significance of Canada's military in Nova Scotia.

The Protocol Office looks forward to the Canada 150 celebrations and Tall Ships visit. Government House will also oversee the completion of the mandate and transition from office of the Hon. J.J. Grant, and oversee the transition to a new Lieutenant Governor in 2017-2018.

Over the coming year, Nova Scotia will continue to advance its national, interprovincial and international interests to build a more prosperous Nova Scotia.

Honourable Stephen McNeil, MLA
Minister of Intergovernmental Affairs, Minister responsible for Military Relations

Mandate

The Department of Intergovernmental Affairs (IGA) receives its mandate from sections 46D and 46E of the Public Service Act. The Act states that - under the direction of its Minister - the department is responsible for coordinating and advancing the province's interests with the Government of Canada, other provinces, and foreign governments at the national and sub-national levels. It is also focused on serving as a central point of contact for the coordination of the province's intergovernmental priorities and protocol requirements, support to the Ministers responsible for Military Relations, and the operation of the Government House.

Core Business Functions / Areas

Intergovernmental Affairs advances Nova Scotia's intergovernmental priorities by engaging with other federal, provincial or international governments on an ongoing basis.

In 2017-2018, the Department will focus on the following core business functions / areas:

Federal-Provincial-Territorial Relations

This core function supports Nova Scotia government departments in their dealings with other governments in Canada, and in identifying opportunities and potential issues. Work is undertaken to ensure that the Province is effective in enhancing intergovernmental collaboration for the benefit of Nova Scotians.

Outcome

a. The Province is recognized as a leader and equal partner within the confederation; one that is effective in influencing federal policy decisions to support its priority interests to the benefit of Nova Scotians.

Goals

a. To lead, coordinate and provide effective approaches for the development of Nova Scotia positions and strategies on federal policy;
b. To provide effective engagement and advance constructive dialogue on Nova Scotia's federal-provincial priorities and interests; and,
c. To influence Government of Canada policy and decision making.

Actions

Intergovernmental Affairs will lead initiatives in collaboration with NS departments to ensure a coordinated and consistent approach in the province's relations with the federal government to advance Nova Scotia's interests.

In 2017-2018 Intergovernmental Affairs, will:

a. Participate in the Atlantic Growth Strategy by identifying opportunities for cooperation with other governments, coordinating advice from other departments in government, and offering strategic analysis. Key areas of focus are: infrastructure, climate change and clean growth, immigration and skills development, innovation, and trade and investment;
b. Collaborate with Atlantic Premiers through the Council of Atlantic Premiers (CAP). Specific priority areas for Nova Scotia for 2017-2018 include: health collaboration, red tape reduction, joint procurement, energy cooperation, and Atlantic workforce development;
c. Advance Nova Scotia's federal-provincial-territorial priorities through the Council of the Federation (COF). Key areas of focus for COF in 2017-2018 are: Government of Canada relations, Canada-US Relations, Internal Trade, workforce development, and health care; and,
d. Participate in First Ministers' Meetings and support implementation in Nova Scotia of the Pan-Canadian Framework for Clean Growth and Climate Change.

Performance Measurement

a. Clients are satisfied with approaches used to develop and coordinate Nova Scotia positions and engagement with the government of Canada and provinces and territories;
b. Clients feel Intergovernmental Affairs effectively engaged the federal government and provinces and territories in constructive dialogue in priority areas; and,
c. Clients feel Intergovernmental Affairs has influenced in Federal / Provincial / Territorial discussions directly or indirectly through institutional mechanisms (e.g., Council of the Federation, the Council of Atlantic Premiers, First Minister Meetings / Conferences).

International Relations

This core function is responsible for coordinating and leading the Province's international relations. International Relations ensures a corporate approach to Nova Scotia's trade promotion, investment attraction and other interests. It also supports inbound and outbound activities, including trade missions and the visit to Nova Scotia of delegations from priority markets.

Outcomes

a. A whole of government approach that advances Nova Scotia's global interests and priorities;
b. International relationships and diplomatic ties with key government and business decision makers/influencers that benefit Nova Scotia by leveraging opportunities, addressing challenges and removing barriers to business; and,
c. Trade and investment opportunities are supported and enhanced.

Goals

a. To support the Province's international interests through strategic analyses, policy advice and interdepartmental coordination;
b. To advance Nova Scotia's government and economic interests with priority countries; and,
c. To maximize Nova Scotia's interests through international business development opportunities, investment attraction, and trade opportunities.

Actions

Intergovernmental Affairs will coordinate with other departments, government entities and stakeholders in the development and advancement of the Province's international relations and economic growth. The strategic interests of the Province will be supported through continued efforts to develop strong international relations and encourage global trade and investment opportunities. This will be accomplished through building and maintaining key alliances, and diplomatic and international relationships; pursuing opportunities through multi-lateral forums and bi-lateral relationships; and raising awareness of Nova Scotia as a preferred place to do business and invest.

In 2017-2018 Intergovernmental Affairs, will:

a. Work with Nova Scotia Business Inc. (NSBI) to develop action plans for engagement with Nova Scotia's strategic export markets, the United States, China, the European Union and other key markets;
b. Participate in trade missions and events through the Council of Atlantic Premiers and the Council of the Federation (COF);
c. Continue to implement the Nova Scotia-China Engagement Strategy, which includes managing Nova Scotia's Memorandums of Understanding with the Embassy of the People's Republic of China in Canada; and
d. Advance twining agreement partnerships with Guangdong and Shandong provinces in China.

Performance Measurement

a. Nova Scotia-China and European Union strategies are completed and implemented;
b. Increasing the total value of Nova Scotia's international and inter-provincial exports;
c. Increasing the ranking of Nova Scotia's trade balance (internationally and inter-provincially) compared with other provinces;
d. Increasing the percentage of inward investment as a proportion of provincial GDP;
e. Increasing the number of business start-ups.

Canada-United States Relations

This core function addresses Nova Scotia's important relationship with the United States (US). The US represents the province's principal export market, where cultural and familial linkages run deep and the economies are integrated.

Outcomes

a. Ensuring Nova Scotia's cross-border policy interests and priorities are understood and adequately addressed, and,
b. Nova Scotia maintains / enhances trade and leverages opportunities presented by strategic partnerships, meetings, forums and events related to Canada-US relations.

Goals

a. Engage with the wider Canada-US stakeholder community to ensure that Nova Scotia's key priorities / concerns are known and understood;
b. Encourage open trade and a more secure and efficient border; and,
c. Advocate on the value / importance of the Canada -US relationship.

Actions

Intergovernmental Affairs is closely monitoring developments at the federal level in the U.S. including resolution of trade disputes and market access, security/emergency preparedness, energy partnerships, and transportation.

In 2017-2018 Intergovernmental Affairs, will:

a. Collaborate internally with key government departments and entities and establish a short and medium term engagement plan;
b. Promote better understanding of the importance of Canada-US collaboration in areas of interest to Nova Scotia, such as trade, energy and the environment;
c. Maximize opportunities like the annual Conference of New England and Eastern Canadian Premiers (NEG / ECP), the Southeastern United States / Canadian Provinces Alliance (SEUS / CP), the National Governors Association (NGA) and others to reinforce the benefits of the Canada-US trade relationship; and,
d. Actively participate in trade missions/events that present opportunities to advocate to US decision-makers.

Performance Measurement

a. Nova Scotia's policy interests in trade, energy and environment are advanced and understood;
b. Nova Scotia was an active participant in cross-border events and missions; and,
c. Trade in key sectors is maintained or increased.

Trade Policy

Intergovernmental Affairs, through the Minister of Trade, is responsible for all matters relating to trade policy, interprovincial and international trade negotiations, agreements and disputes and the development of the Province's strategic approach to international markets. Advancing this mandate requires extensive engagement across government to maximize opportunities resulting from trade agreements and to minimize risks to the province through trade agreement compliance.

Outcomes

a. Nova Scotia's interests are advanced and the government of Nova Scotia is a constructive collaborator in the negotiation of domestic and international trade agreements;
b. Trade risks and compliance issues are anticipated and mitigated; and
c. Nova Scotia's interests are effectively managed in trade disputes.

Goals

a. Nova Scotians benefit from a competitive trading environment with goods and service providers achieving better market access abroad and risks from non-compliance minimized.

Actions

Intergovernmental Affairs will advance Nova Scotia's interests in domestic and international trade negotiations and agreements and participate in relevant government consultations. This includes: supporting the Minister responsible for Trade in advancing trade policy interests with other governments and industry; providing policy advice in preparation for Federal-Provincial-Territorial trade meetings; and working with Nova Scotia and federal departments to negotiate domestic and international trade and investment agreements, and resolve trade policy conflicts.

In 2017-2018 Intergovernmental Affairs, will:

a. Advance Nova Scotia's commercial and economic interests in negotiating and implementing internal and international trade agreements.
    - Work with the Government of Canada, Provinces, Territories, and NS Government Departments to implement two major trade agreements for Canada:
        i. The Canadian Free Trade Agreement (CFTA), a new domestic trade agreement.
        ii. The Canada-European Union Comprehensive Economic and Trade Agreement (CETA).
    - Advocate for a new managed trade arrangement with the United States on Softwood Lumber, including an exclusion for lumber produced by Nova Scotia sawmills.
    - Engage the Government of Canada (GOC), Provinces and Territories, NS Government Departments and NS industry stakeholders to prepare for potential discussions on trade with the United States and Mexico and exploratory discussions towards a new free trade agreement with China.
    - Monitor developments and engage, as appropriate, on other potential bilateral FTAs with Japan, India, and other countries.
    - Build a knowledgeable corporate network on obligations and rights in trade agreements, so NS may maximize the benefits of trade agreements and use them as a tool for private sector growth.

b. Engage the Government of Canada to encourage robust advocacy with other countries where existing or proposed measures impede the export of/trade of Nova Scotia goods and services with a goal to encourage fair competition.

c. Anticipate, prevent and manage trade disputes.
    - Work with the Department of Natural Resources, the NS Lumber Industry, the Government of Canada, United States Industry and US Government to advance Nova Scotia's interests in the US Investigation on Certain Softwood Lumber Imports from Canada.

Performance Measurement

a. Percentage of clients satisfied with Trade Policy services that support Nova Scotia's private sector growth objectives; and
b. Percentage of clients satisfied that Nova Scotia's interests are effectively managed in disputes.

Military Relations

The Premier, as Minister responsible for Military Relations, provides the government of Nova Scotia with a means to communicate and work directly with the headquarters, offices, and agencies of the Department of National Defence and the Canadian Forces in Nova Scotia. Departmental responsibility and accountability for the province's defence, military and veterans related activities are managed by Intergovernmental Affairs.

Outcomes

a. Ensure that there is shared understanding of Nova Scotia's defence and veteran related priorities.
b. Nova Scotia is actively engaged with the defence and veteran communities in the province.

Goals

a. Work at enhancing relationships with the most senior military leaders in Nova Scotia to identify initiatives and projects that the province and the military can collaborate on.
b. Acknowledge and recognize that the military represents a strategic asset for Nova Scotia and is an important part of the province's economic and social fabric.

Actions

Ensure that policies continue to have a positive impact in Nova Scotia with respect to employment, international relations, public safety and security, trade, research and development, opportunities for business development, attraction and retention. In 2017-2018 Intergovernmental Affairs, will:

a. Continue to ensure a shared understanding of military priorities that would be mutually beneficial to Canada and to Nova Scotia and regularly advocate on behalf of the province's veterans;
b. Commemorate significant military and veteran related milestones and announcements including the 100th anniversary of the Battle of Vimy Ridge and Cadet Day, Oct. 1, 2017.

c. Support the work of organizations and groups who are committed to paying tribute to the brave Nova Scotians who have served Canada.

Performance Measurement

a. Success of advocacy on behalf of the province's veterans;
b. The number of significant military and veteran related milestones and announcements commemorated; and
c. The number of organizations and groups committed to paying tribute to the brave Nova Scotians who have served Canada supported.

The Protocol Office

The Protocol Office coordinates official ceremonies, events and foreign-official visits through consultations with ministers, departmental stakeholders and the federal government. It also provides protocol related advice to departments, non-governmental organizations and the general public, and manages / administers the Province's public recognition programs, the Order of Nova Scotia and the Premier's Congratulatory Message Service.

Outcomes

a. Nova Scotia's interests and priorities are communicated to other foreign governments.
b. Nova Scotia has a positive national and international profile.

Goals

a. To promote the interests of the province to foreign governments.
b. To increase the profile of the province and its people.

Actions

The Protocol Office will coordinate official ceremonies, events and foreign-official visits through consultations with ministers, departmental stakeholders and the Canadian Government. For example, it will support activities related to Canada's 150th year birthday celebrations in 2017. It will provide protocol related advice to departments, non-governmental organizations and the public, and manage the Province's public recognition programs. (i.e., Order of Nova Scotia and the Premier's Congratulatory Message Service).

In 2017-2018 the Protocol Office, will:

a. Manage the installation of a new Lieutenant Governor;
b. Coordinate visits of dignitaries related to Canada 150 celebrations; and
c. Support the work involved with Nova Scotia hosting the Tall Ships Regatta.

Performance Measurement

a. Official visits are coordinated with key departmental stakeholders to ensure the interests of the province are identified, profiled and advanced; and that international relationship building efforts support Nova Scotia's strategic interests.
b. Number of opportunities identified and acted upon.
c. The positive public profile generated from the Order of Nova Scotia, Premiers Congratulatory Certificate Service and artisans showcased through sales at the Artisan

Gift Bank.

d. Official events are organized, on time, within budget, and with positive reception (i.e., number of events organized/yr., media pick-up, and feedback provided).

Government House

The Office of the Lieutenant Governor / Government House will continue in its mission to serve, support and maintain with excellence the Lieutenant Governor of Nova Scotia and Government House. The Office of the Lieutenant Governor will ensure that its mandate – To support the constitutional and symbolic role of the Lieutenant Governor as The Queen of Canada's representative in Nova Scotia – is fully met.

Outcome

a. The constitutionally defined and legal function of the Lieutenant Governor of Nova Scotia is fulfilled.

Goals

a. To fulfill the constitutionally defined and legal function of the Lieutenant Governor of Nova Scotia.
b. To support communities and the people in Nova Scotia by celebrating their accomplishments, people and history.

Actions

The Lieutenant Governor will be supported in the delivery of the legal function of the position within the legislature and in events at Government House. His Honour will also be supported in the organization and hosting of public recognition events and outreach to the diplomatic community and general public, and including for example activities related to Canada's 150th birthday celebrations in 2017. The historic Government House facility will be managed effectively.

In 2017-2018, Government House will:

a. Oversee the completion of the mandate and transition from office of the Honourable J.J. Grant; conclusion of events with 80+ patron organizations, farewell events, and move out of Government House;
b. Oversee the transition to a new Lieutenant Governor and assist the designate in defining his/her main themes, and the five-year mandate/strategic plan;

c. Participate in enhancing Nova Scotia's diplomatic presence through events involving visiting foreign representatives and military forces, including Courtesy Calls and visits to foreign warships;
d. Execute the Lieutenant Governors program in relation to the Lieutenant Governor's 8 awards, 85 patron organizations;
e. Carry out a comprehensive Canada 150 program including regional visits throughout the province, youth engagement tours and the Sesquicentennial Garden Party; and,
f. Promote Government House as the "Ceremonial Home of All Nova Scotians" by conducting 150 to 200 events annually that will permit attendance by the public of approximately 14,000 per year.

Performance Measurement

a. Government House meets its federal and provincial obligations and operates within its mandate and funding allocation; and,
b. Number of relevant community activities/events and functions supported.

Financial Summary ($ thousands)

Programs and Services	2016-2017 Estimate	2016-2017 Forecast	2017-2018 Estimate
Operations	2,492	2,492	2,510
Government House	833	833	872
Protocol	500	500	503
Total - Departmental Expenses	**3,825**	**3,825**	**3,885**
Ordinary Recoveries	(30)	(143)	(30)
Funded Staff (# of FTEs)			
Department Funded Staff	33.5	27.8	34